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## CTs--Some Implications to Tours and Slotting

Introduction:

25X1 To answer the attached questions posed by C/CMS, we have run several simulations on the computer using a simplified model. We have used as premise a two year expansion of  operations officers. Other options are a three year buildup and a four year buildup. The variables included promotion rates and length of tour. The universe studied is that of "operations officer." Grades were grouped into GS 7-11, 12-13, 14-15, and SIS.

Findings:I. Length of tour:

a. New operations officers (CTs and any others) would be able to go overseas within 2 years of EOD. Slotting would have to be adjusted.

b. A two year overseas tour for all grades is consistent with a requirement to remain at the current overseas strength; a longer tour causes overseas strength to rise.

c. If it is desirable to increase overseas strength, the cost-effective way to do that is to employ three year tours. The simulation shows a 23 percent increase in four years.

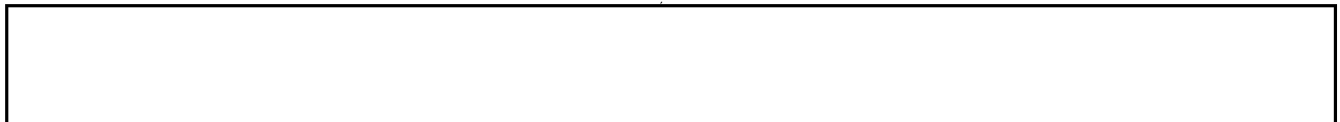
d. The model shows that to avoid an overseas buildup at senior levels, desirable home tours are 3 years for grades 12-13 and 5 years for GS 14 and up (through SIS).

II. Domestic buildup:

a. With 2 year tours overseas, domestic strength builds by 56 percent in 4 years and rises from 50 percent of all operations officers to 61 percent.

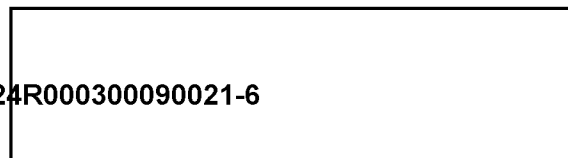
b. With 3 year tours overseas, domestic strength rises by 32 percent in 4 years and the share of all operations officers rises only to 52 percent.

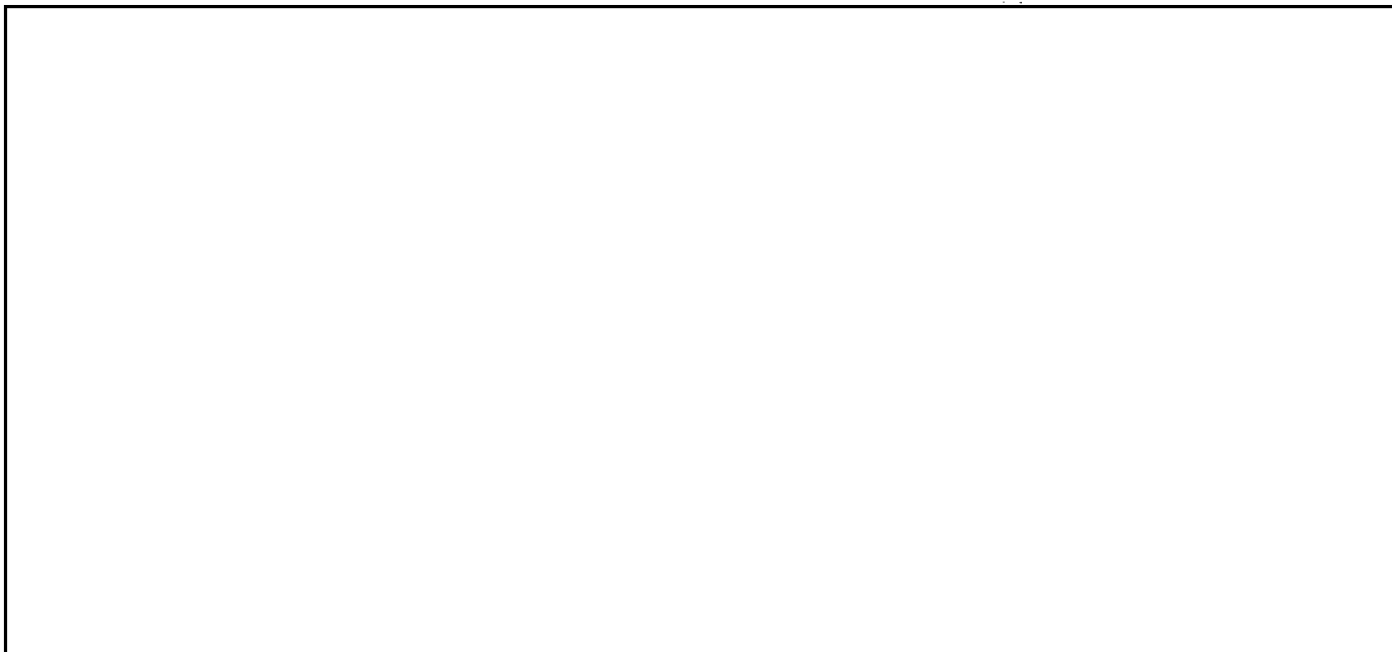
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#### IV. History of the CT attrition rate:

This is a data question not studied in the model. Because the CTs can be absorbed within a reasonable time, we do not expect any significant increase in attrition stemming from delays in overseas assignment.

#### Methodology:

The LBASEQ model (a Markov model of transition states) was used in an 8 x 8 transitional matrix that shows flows from 4 domestic grade groups and 4 foreign-field grade groups to the corresponding groupings. Specified are attrition rates, EOD rates, promotion rates, and tour rates. Though tours may be more properly shown as a series of lagged difference equations, the simplified treatment of tours as rates (derived as the reciprocal of the tour) is adequate to test the impact of different tour lengths. The data file for 2 year overseas tours was labeled "CTOURF" and for 3 year tours "CTOURE".



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Prepared by Human Resources Planning Staff, Office of Personnel,  
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Addendums 1 and 2 show the effect of a three year buildup and a four year buildup, respectively, for comparison with the two year buildup that was assumed in the main presentation.

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